# BENZIE CONSERVATION DISTRICT

BENZIE COUNTY, MICHIGAN

AUDITED FINANCIAL STATEMENTS

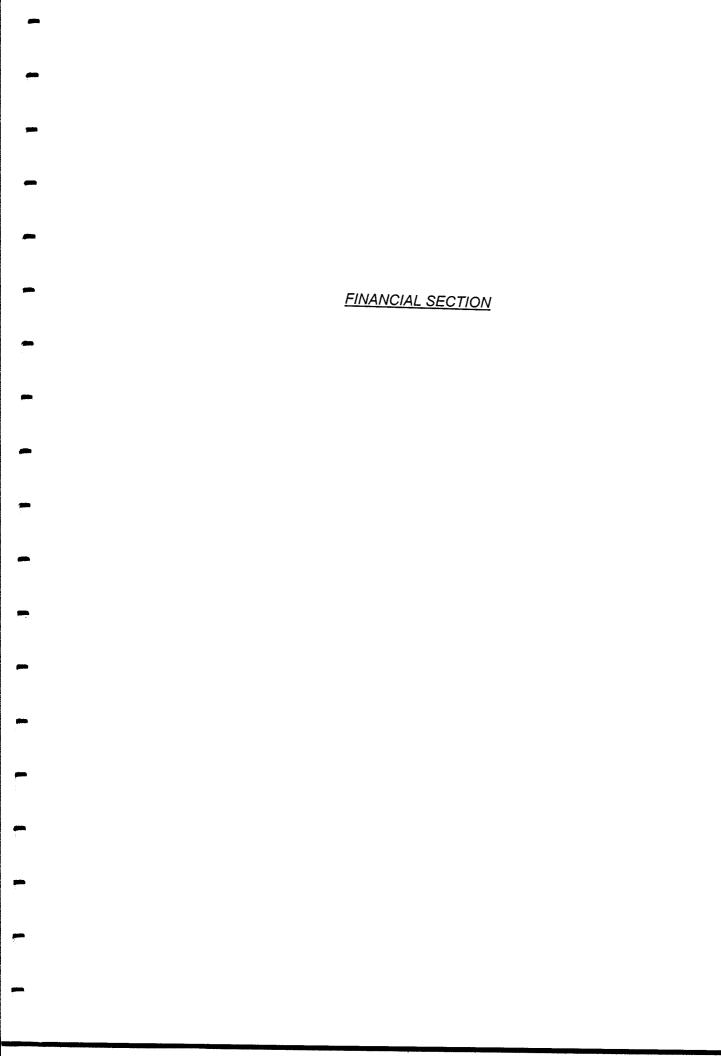
FOR THE YEAR ENDED SEPTEMBER 30, 2004

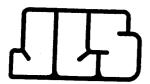
# Michigan Deptartment of Treasury 496 (2-04) Auditing Procedures Report Issued under P.A. 2 of 1968, as amended.

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Cit		owns	ship 🔲	Village	<b></b> ✓ Other	Local Governme Benzie Co	ent Name I <b>nservation Distric</b>	et		County Benzi	
Audit Da 9/30/0				Opinion Da 1/26/05	te	•	Date Accountant Report :			Berizi	8
We hav accorda Financia We affir	al Stateme	the the ents	financial Stateme for Count	statemer ents of the ties and L	nts of this e Governr ocal Units	local unit of g mental Accou of Governmen	government and rend nting Standards Boa nt in Michigan by the	lered an opinio ard (GASB) a Michigan Depa	on on finar nd the <i>Ur</i> artment of	ncial state niform Re Treasury	ements prepared eporting Format
1. We	have con	nplie	d with the	Bulletin i	for the Aud	lits of Local U	nits of Government in	Michigan as r	evised		
						to practice in		, mionigan as i	eviseu.		
We furth		he f	ollowing.	"Yes" res			osed in the financial s	statements, inc	cluding the	notes, o	r in the report of
You must	t check th	е ар	plicable b	oox for ea	ch item be	low.					
Yes	<b>√</b> No						of the local unit are	excluded from	the financi	al state	mente
Yes	<b>√</b> No			are accur			or more of this unit's				
Yes	✓ No	3.	There a	are instar ed).	nces of no	n-compliance	with the Uniform A	ccounting and	Budgeting	g Act (P	.A. 2 of 1968, a
Yes	✓ No	4.	The loc	cal unit ha	as violated an order is	I the condition	ns of either an ordene Emergency Munici	er issued und pal Loan Act.	er the Mu	nicipal F	inance Act or its
Yes	<b>√</b> No	5.	The loc	al unit ho	lds deposi	ts/investment	s which do not com 1982, as amended [N	nly with statut	ory require	ements. (	(P.A. 20 of 1943,
Yes	<b>√</b> No	6.	The loca	al unit has	been delir	nquent in distr	ibuting tax revenues	that were colle	ected for ar	nother ta	axina unit
Yes	<b>√</b> No		The loca	al unit ha benefits (	s violated (normal co	the Constitut	ional requirement (A rrent year. If the plai uirement, no contribu	rtide 9, Section	on 24) to	fund cur	rent year earned
Yes	✓ No	8.		al unit use			s not adopted an ap				
Yes	✓ No	9.	The local	l unit has	not adopte	d an investme	ent policy as required	by P.A. 196 o	f 1997 (MC	CL 129.9	5).
We have e	enclosed	the	following	<b>j</b> :				Enclosed		Be	Not
The letter of	of comme	nts a	and recor	nmendatio	ons.	_		∠ Enclosed	Forw	arded	Required
Reports on	individua	l fec	leral finar	ncial assis	tance prog	rams (progra	m audits).				
Single Aud						-					<u> </u>
Certified Publi			m Name)		·						<b>V</b>
itreet Address 862 E. Ei	s					·	City	<del></del>	State	ZIP	
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# J L Stephan Co PC

# **Certified Public Accountants**

Jerry L. Stephan, CPA

Marty Szasz, CPA David Skibowski, Jr., CPA

# INDEPENDENT AUDITOR'S REPORT

Benzie Conservation District P.O. Box 408 Beulah, MI 49617

We have audited the accompanying financial statements of the governmental activities of the Benzie Conservation District as of and for the year ended September 30, 2004 as listed in the table of contents. These financial statements are the responsibility of management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with accounting standards generally accepted in the United States of America. These standards require that we plan and perform the audit to provide reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The Management Discussion and Analysis (MD&A) is a required element of the GASB 34 reporting format. The District has elected not to include it as part the financial statements.

In our opinion, except for the exclusion of the MD&A discussed above, the financial statements referred to above present fairly, in all material respects, the financial position of the governmental activities of the District as of September 30, 2004 and the respective changes in financial position thereof for the year then ended in conformity with accounting principles generally accepted in the United State of America.

As described in Note 1, the District has implemented a new financial reporting model, as required by provisions of GASB Statement No. 34, Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments, as of September 30, 2004.

The budgetary comparison information on page 11-13 is not a required part of the basic financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

I L Stephan Co PC

January 26, 2005

#### Governmental Funds Balance Sheet/Statement of Net Assets September 30, 2004

	٨	neral Fund Modified crual Basis	Adjustments	Statement of Net Assets
Assets				
Cash in Bank	\$	26,889	\$ -	\$ 26,889
Fidelity Fund	•	22,822	-	22,822
Receivables		22,380		22,380
General Fixed Assets		-	146,754	146,754
Total Assets	\$	72,091	\$ 146,754	\$ 218,845
Liabilities				
Current Liabilities				
Accounts Payable	\$	127	\$ -	Ф 40 <del>7</del>
Payroll Liabilities	Ψ	6,956	Φ -	\$ 127
Mortgage Payable - current		0,950	-	6,956
warigaga rayaala danan		<del>-</del>	3,275	3,275
Total Current Liabilities		7,083	3,275	10,358
Long-Term Liabilities				
Mortgage Payable - HSB			73,900	73,900
Mortgage Payable - current		) -	(3,275)	(3,275)
Total Long-Term Liabilities			70,625	70,625
Total Liabilities		7,083	73,900	80,983
Fund Balance/Net Assets				
Fund Balance - Designated		45,000	(45,000)	
Fund Balance - Undesignated		20,008	(20,008)	•
•		20,000	(20,000)	
Total Fund Equity	<del></del>	65,008	(65,008)	
Total Liabilities and Fund Equity	\$	72,091		
Vet Assets				
Inventoral in Court 1.4			72,854	72,854
invested in Capital Assets - Net of Debt			•	· ·
Invested in Capital Assets - Net of Debt Resticted			45 000	47 1001
		_	45,000 20,008	45,000 20,008

Statement of Governmental Fund Revenue, Expenditures, and Changes in Fund Balance/Statement of Activities For the Year Ended September 30, 2004

Povonuo	General Fund Modified Accrual Basis	Adjustments	Statement of Activities
Revenues Federal Grants	¢ 140.757		
State Grants	\$ 140,757	\$ -	\$ 140,757
Local Contributions	48,781 3,470	-	48,781
Tree Sales	12,688	-	3,470
Other Sales	7,136	-	12,688
Rents	2,400	-	7,136
Interest	192	_	2,400 192
Contributions & Donations	2,471	_	2,471
Refunds & Reimbursements	1,155	_	2,47 T 1,155
Other Revenues	20	_	20
Total Revenue	219,070	-	219,070
Expenditures			
General Operations	52,569	_	50 F60
Forestry	25,010	_	52,569 25,010
Platte River Project - 2002-0038	108,848	_	108,848
Herring Lake Project - 2000-0195	22,042	_	22,042
Herring Lake Project - 2003-0044	2,232	-	2,232
Other Expenditures			_,
Depreciation		3,252	3,252
Mortgage Interest		4,905	4,905
Mortgage Pyments Recorded Above		(8,272)	(8,272)
Total Expenditures	210,701	(115)	210,586
Excess Revenues Over			
(Under) Expenditures	8,369	115	8,484
Other Financing Sources (Uses)		_	_
Excess Revenue & Other Sources Over (Under) Expenditures & Other Uses	8,369	115	8,484
Fund Balance - Beginning of Year	56,639	72,739	129,378
Fund Balance - End of Year	\$ 65,008	\$ 72,854	\$ 137,862

Notes to Financial Statements For the Year Ended September 30, 2004

# Note 1 – Summary of Significant Accounting Policies

The financial statements of Benzie Conservation District have been prepared in conformity with the modified cash basis of accounting as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. The more significant of the District's accounting policies are described below.

Effective July 1, 2003, the District adopted GASB Statement No. 34, Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments. Certain of the significant changes in these statements include the following:

- Depreciation on capital assets of the District.
- Financial statements using the accrual basis of accounting for all the District's activities as adjusted for capital assets and depreciation.

#### A. Reporting Entity

Benzie Conservation District is a conservation district created in accordance with Michigan State statutes. The District is governed by a volunteer District board whose members are elected for four year terms at the annual meeting in accordance with State statutes.

The criteria established by Statement 14 of the Governmental Accounting Standards Board for determining the various governmental organizations to be included in the reporting entity's financial statements are based primarily on the concept of financial accountability.

The District operates as an autonomous agency completely separate from Benzie County and the State of Michigan. On this basis, accordingly, the financial statements of the District have not been included in the financial statements of any other organizations.

#### B. Government -Wide Financial Statements

The government-wide financial statements (i.e., the statement of net assets and the statement of changes in net assets) report information on all of the nonfiduciary activities of the primary government. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include: (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment; and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenue.

Notes to Financial Statements
For the Year Ended September 30, 2004

### Note 1 – Summary of Significant Accounting Policies – continued

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is both measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 30 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, expenditures relating to compensated absences, and claims and judgments are recorded only when payment is due.

The local unit reports the following major governmental fund:

General Fund - This Fund is used to account for all financial transactions not accounted for in another fund, including the general operating expenditures of the local unit. Revenues are derived primarily from federal and state distributions, tree sales and contributions from other local governmental units.

D. Assets, Liabilities, and Net Assets or Equity

Bank Deposits and Investments - Cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with a maturity of three months or less when acquired. Investments are stated at fair value.

Capital Assets – capital assets, which include property and equipment, are reported in the applicable governmental or business-type activities column in the government-wide financial statements. Capital assets are defined by the government as assets with an initial individual cost of more than \$400 and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

Notes to Financial Statements For the Year Ended September 30, 2004

### Note 1 – Summary of Significant Accounting Policies – continued

Depreciation has been provided on these fixed assets using the straight line method over there estimated useful lives.

Equipment and Improvements 10 - 15 Years Building 39 Years

Long-Term Obligations - In the government-wide financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities statement of net assets.

Fund Equity - In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

### Note 2 - Stewardship, Compliance and Accountability

#### A. Budgets

The General Fund is under formal budgetary control. Budgets shown in the financial statements for these funds were prepared on a basis not significantly different from the modified accrual basis used to reflect actual results and consist only of those amounts contained in the formal budget approved and amended by the District.

In the body of the combined financial statements, the District's budgeted expenditures for the budgetary funds have been shown on a program or activity basis. The budget of the District did not specify the level adopted at, but is treated as being adopted at the activity level.

The District participates in various projects funded by State grants that are funded with Federal Funding. The projects begin and end on dates different from the District's fiscal year and, in some cases, the projects run for multiple years. The District does not prepare yearly budgets for these projects. However, all disbursements related to the projects are approved and reimbursed by the State with federal funds.

Encumbrance accounting is not used and appropriations normally lapse at year end.

#### B. Budget Compliance

P.A. 621 of 1978, Section 18 (1), as amended, provides that a local unit shall adopt an annual budget and not incur expenditures in excess of the amount appropriated. For the year ended September 30, 2004, a budget was prepared and approved for general operations and forestry. There were no expenditures in excess of appropriations for these activities.

The District did not specify the expenditure level at which the budget was adopted.

Notes to Financial Statements For the Year Ended September 30, 2004

# Note 2 – Stewardship, Compliance and Accountability - continued

As noted above, the District participates in various projects funded by State grants. These projects occur over periods differing form the District's fiscal year. The following is a summary of projects for which the District incurred expenditures for the year ended September 30, 2004:

Herring Lakes Watershed Planning Project #2000-0195 – October 31, 2001 to October 30, 2003 – The final payment on this grant was received March 10, 2004. This project is closed.

Total Grant Amount	<b></b>
	\$161,552
Less: Prior Period Expenditures	137,719
Current Period Expenditures	• • • =
Unoversal of O	<u>22,042</u>
Unexpended Grant – Funds not received	\$ 1.791

Platte River Watershed Implementation Project #2002-0038 - July 15, 2002 to July 14, 2005

Total Grant Amount	\$247,103
Less: Prior Period Expenditures	101,539
Current Period Expenditures	_108,248
Grant Remaining	\$ 37,316

Herring Lakes Transition/Implementation I #2003-0044 - August 15, 2004 to September 30, 2005

Total Grant Amount Less: Prior Period Expenditures	\$ 85,868
2000. Thoir endu Experialitures	-
Current Period Expenditures	2,232
Grant Remaining	\$ 83.636

#### C. Investment Policy

P.A. Act 196 of 1997 requires local units to adopt an investment policy and provide a copy of this policy to all financial institutions used by the unit. An investment policy has been adopted by the District Board.

#### D. Concentration of Risk

The majority of the District's revenues come from grants coming through the State of Michigan Department of Agriculture and Department of Environmental Quality. Loss of these grants would be detrimental to the ability of the organization to continue as a going concern.

Notes to Financial Statements For the Year Ended September 30, 2004

### Note 4 - Deposits with Financial Institutions

# A. Legal or Contractual Provisions for Deposits and Investments

The Michigan Political Subdivisions Act No. 20, Public Acts of 1943, as amended by act No. 217, Public Acts of 1982 and Public Act 196 of 1997, states the local unit, by resolution, may authorize the Treasurer to invest surplus funds as follows:

- a. In bonds and other direct obligations of the United State or an agency or instrumentality of the United States.
- b. In certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution, but only if the financial institution complies with subsection (2).
- c. In commercial paper rated at the time of purchase within the 2 highest classifications established by not less than 2 standard rating services and which matures not more than 270 days after the date of purchase.
- d. In United States government or Federal agency obligation repurchase agreements.
- e. In banker's acceptances of United States banks.
- f. In mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan.

#### B. Types of Deposits and Investments

The District maintains all its surplus cash with a local bank in the form of savings/checking accounts and certificates of deposit. Interpreting the FDIC insurance coverage of \$100,000 per deposit to apply to the total savings/time deposits separately from checking/demand deposits for purposes of applying the \$100,000 limit, the bank balances as of September 30, 2004 appear to be completely FDIC insured.

The District's investments are categorized to give an indication of the level of risk assumed by the District at year-end. The categories are described as follows:

- Category 1 Insured, registered, or securities held by the District or its agent in the District's name.
- Category 2 Uninsured and unregistered, with securities held by the counter party's trust department or agent in the District's name.
- Category 3 Uninsured and unregistered, with securities held by the counter party, or its trust department or agent but not in the District's name.

Notes to Financial Statements For the Year Ended September 30, 2004

# Note 4 - Deposits with Financial Institutions - continued

		Category		Fair Value/	
	1	2	3	Carrying Amount	Cost
Fidelity Cash Reserves	\$	\$ 22,822	\$ -	\$ 22,822	\$ 22,822
Total	<u>\$ - </u>	\$ 22,822	<u>\$</u>	\$ 22,822	\$ 22,822

### Note 5 - Changes in Capital Assets

	Beginning <u>Balance</u>	Additi	ons	Deletions	Ending Balance
Equipment Building Land Bldg. Improvements	\$ 7,641 94,202 55,411 2200	\$ - - -	\$	- - -	\$ 7,641 94,202 55,411 2,200
Total Cost Less: Accumulated	159,454	-		-	159,454
Depreciation	9,448	3,25	2 _		12,700
Net Book Value	<u>\$ 150,005</u>	\$ 3,25	<u>2</u> <u>\$</u>		<u>\$ 146,754</u>

### Note 6 - Long-Term Debt

The District has a 20 year mortgage payable to Honor State bank secured by the District's office building. This loan requires monthly payments of \$689 which includes an initial rate or 7.9% annual interest. In 2003 the rate was reduced to 6.9% annual interest.

The following is a summary of transactions for the year ended September 30, 2004:

Building Mortgage Beginning Balance New Borrowing Principal Paid	\$ 77,267 - 3,367
Ending Balance	\$ 73,900

Notes to Financial Statements For the Year Ended September 30, 2004

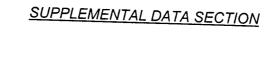
# Note 6 - Long-Term Debt - continued

Amount required to amortize long-term debt at year end:

2005	\$ 8,271
2006	8,271
2007	8,271
2008	8,271
2009	8,271
2010-2018	73,855
Total Payments	115,210
Less Interest	<u>(41,310)</u>
	<u>\$ 73,900</u>

#### Note 7 - Risk Management

The District carries insurance coverage through Michigan Insurance Company for liability, property, crime and employee dishonesty. The District also carries workers compensation, Settled claims resulting from these risks have not exceeded commercial insurance coverage in any of the past three fiscal years.



Budgetary Comparison Schedule General Fund Year Ended September 30, 2004

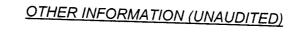
	Original Budget	Amended Budget	Actual	Variance w/Amende Budget
Beginning Fund Balance Revenues	\$ 56,639	\$ 56,639	\$ 56,639	\$
Federal Grants	140 757	440.75		
State Grants	140,757	,	140,757	-
Local Contributions	47,500	47,500	48,781	1,281
Tree Sales	13,300	40.000	3,470	3,470
Other Sales	·	13,300	12,688	(612
Rents	8,400	8,400	7,136	(1,264
Interest	2,400	2,400	2,400	-
Contributions & Donations	250	250	192	(58)
Refunds & Reimbursements	2,000	2,000	2,471	471
Other Revenues	-	-	1,155	1,155
- wer revended	100	100	20	(80)
Total Revenues	214,707	214,707	219,070	4,363
Amount available	271,346	271,346	275,709	4,363
Expenditures				,,,,,,,
General Operations				
Payroll Expenses				
Mortgage			30,988	
Office Expense & Utilities			3,104	
Accounting & Audit			3,257	
Dues & Subscriptions			867	
Tree Sale Costs			273	
Books & Maps			10,998	
Education & Outreach			1,031	
Meetings &Travel			261	
Building Maintenance			730	
Insurances			115	
Arbor Day			186	
Other Expenditures			555	
- Ctrief Experialtures	50.745		204	
orestry	52,747	52,747	52,569	178
Payroll Expenses			40.000	
Mortgage			18,893	
Office Expense & Utilities			1,950	
Dues & Subscriptions			2,518	
Printing & Binding			7	
Dues & Subscriptions Printing & Binding				

Budgetary Comparison Schedule General Fund Year Ended September 30, 2004

Forestry - continued	Original Budget	Amended Budget	Actual	Variance w/Amende Budget
Education & Outreach				
Meetings &Travel			68	
Building Maintenance			963	
Insurances			28	
Emerald Ash Borer			186	
Other Expenditures			374	
,	27,500	07.500	21	
Platte River Project - 2002-0038 Payroll Expenses	27,500	27,500	25,010	2,490
Employee Benefits			47,432	
Mortgage			9,205	
Office Expense & Utilities			2,414	
Dues & Subscriptions			3,132	
Printing & Binding			274	
Books & Maps			67	
Consultant			70	
Education & Outreach			28,594	
Meetings &Travel			3,342	
Building Maintenance			1,140	
Insurances			49	
Land Protection			186	
Other Expenditures			12,842	
	108,848	108,848	101	
erring Lake Project - 2000-0195 Payroll Expenses	,,,,,	100,040	108,848	-
Employee Benefits			7,712	
Mortgage			2,796	
Office Expense & Utilities			632	
Dues & Subscriptions			1,208	
Printing & Binding			273	
Education & Outreach			334	
Meetings &Travel			554	
Building Maintenance			1,063	
Water Monitoring			19	
and Use Planning			6,629	
Other Expenditures			807	
	22,042	22,042	15	

Budgetary Comparison Schedule General Fund Year Ended September 30, 2004

Herring Lake Project - 2003-0044	Original Budget	Amended Budget	Actual	Variance w/Amended Budget
Payroll Expenses Employee Benefits Mortgage Office Expense & Utilities Dues & Subscriptions Printing & Binding Education & Outreach Meetings & Travel Other Expenditures			1,694 - 172 - - - 255 111	
	2,232	2,232	2,232	_
Total Expenditures	213,369	213,369	210,701	2,668
Excess Revenues (Expenditures)	1,338	1,338	8,369	7,031
Other Financing Sources (Uses)				
Excess Revenue & Other Sources Over (Under) Expenditures				
& Other Uses	1,338	1,338	8,369	7,031
Fund Balance - Beginning of Year	56,639	56,639	56,639	
Fund Balance - End of Year	\$ 57,977	\$ 57,977	\$ 65,008	\$ 7,031



Comments and Recommendations

We have audited the financial statements of the Benzie Conservation District for the year ended September 30, 2004 and issued our report thereon dated January 26, 2005. As part of our audit, we studied and evaluated the district's internal control structure. Because the study and evaluation were only part of the overall audit plan regarding the financial statements, our study control taken as a whole. Accordingly, we do not express an opinion on the system of internal control of the District taken as a whole. As the result of our audit, we deem it necessary to make the following comments and recommendations.

#### Opening Comments

The records of the District were maintained in good condition by your executive director. We recognize that your Board and Treasurer are all volunteers and we commend them for their efforts to manage the District and oversee the accounting system. As part of a continuing effort to enhance internal control and improve the accounting system, financial reporting, and overall management, we offer the following comments and recommendations for your consideration.

#### Reportable Conditions

We noted certain matters involving the internal control structure and its operation that we consider to be reportable conditions under standards established by the American Institute of Certified Public Accountants. Reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the District's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements.

### Uniform Chart of Accounts

We noted the District adopted, in part, the uniform chart of accounts recommended by the State. However, the disbursements section should be organized by cost center following the structure outlined in the state's uniform chart of accounts. We recommend using a six digit account mask such as xxx – yyy where "xxx" represents an activity and "yyy" represents the detail for the activity. In the District's case, example activities are; General Operations, Forestry, Herring Lake Projects and Platte River Project.

#### **Budgeting Procedures**

Board minutes reflect approval of the annual budget. However, the minutes did not note budgeted revenues or expenditures and at what level the expenditures were adopted. We recommend the resolution adopting the budget indicate the level at which the budget is adopted. The board minutes should also reference the total budgeted revenues and expenditures or have a copy of the adopted budget attached. An annual budget should be adopted for all activities, programs or cost centers, not just the general operating portion. In addition, any budget amendments should be approved by the board and noted on the director's budget work copy in order to reconcile to ending budgeted amounts.

Comments and Recommendations

#### Accounting Procedures Manual

We strongly recommend reviewing the *Michigan Conservation District Uniform Accounting Procedures Manual* for guidance in regards to account masking, budgeting and other procedures.

#### Closing Comments

We will be happy to discuss any of these recommendations with you and assist you in their implementation. As a matter of course, we will forward the required copies of these financial statements to the Michigan Department of Treasury. We further appreciate the courtesy extended our field auditors in the conduct of this audit engagement. Should any questions arise on these statements or the conduct of our audit, please call upon us.